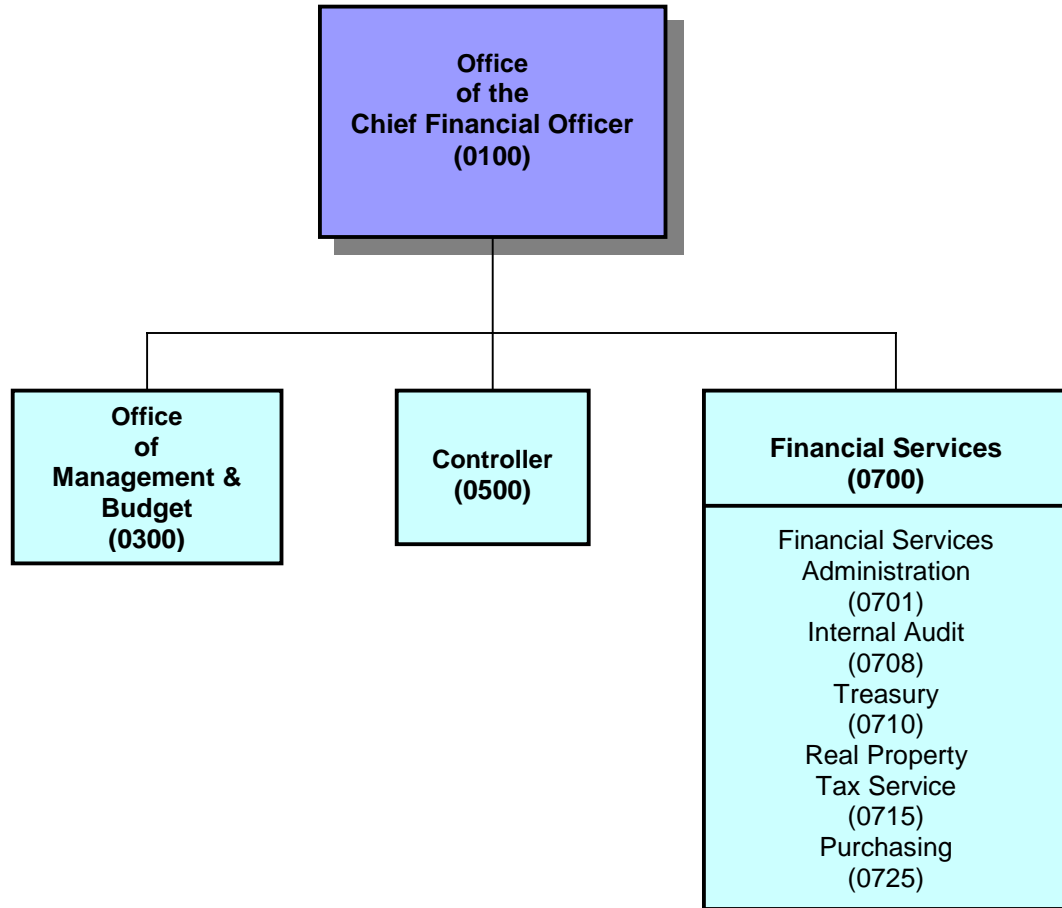
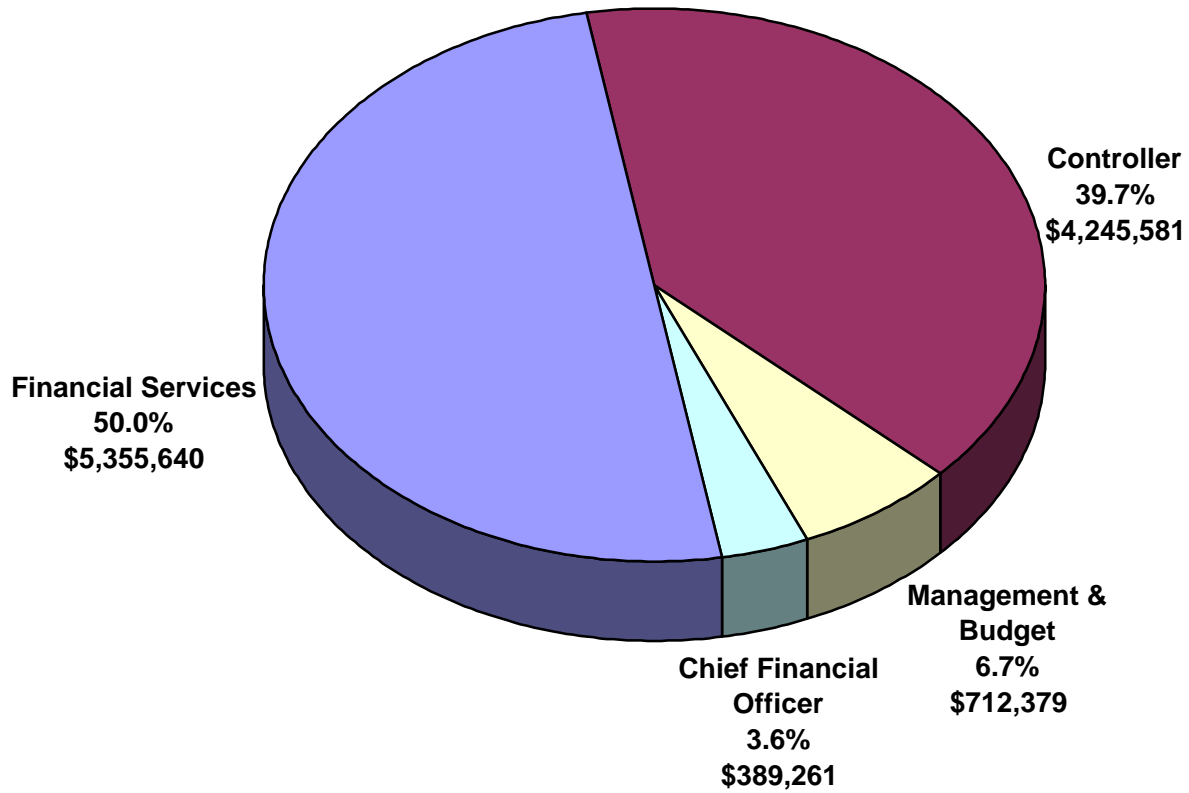


FINANCE (012)

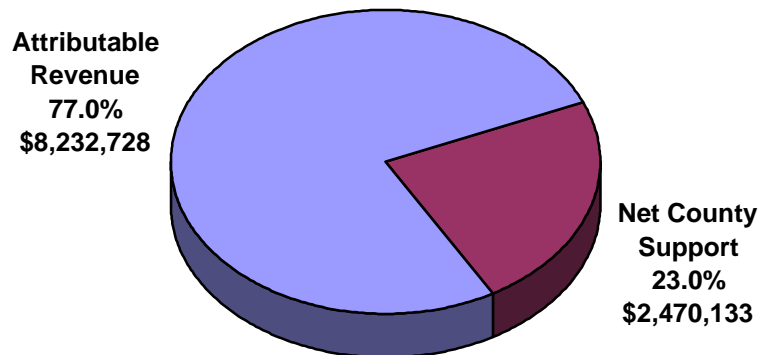


FINANCE

2004 Budget - \$10,702,861



Net County Support



DEPARTMENT: Finance (012)

DEPARTMENT DESCRIPTION

The Department of Finance was reorganized in 1992, pursuant to recommendations from the Commission to Analyze Savings and Efficiency (CASE). Under the administration of a Chief Financial Officer, the department serves to consolidate fiscal operations, coordinating the Budget, Financial Services and Controller divisions. Implementation of this recommendation has improved the management of the county's finances and strengthened the financial reporting process.

STRATEGIC FRAMEWORK

Mission

We are a highly skilled team of financial professionals providing leadership to county government through the sound management of financial resources for the benefit of the taxpayer, other county departments, and the "community at large."

Key Result Areas

Customer Satisfaction: We meet or exceed each customer's expectations and needs with the appropriate quality services in a timely manner.

Productive Workforce: We develop, empower, and maintain a committed staff through training, promotion, and recognition, in an enriched work environment with ample opportunities. We employ Quality Principles throughout the organization, together with a continuous assessment of skills, and consistent standards for performance necessary for the effective delivery of all services.

Quality of Life: We are committed to quality throughout the organization by identifying and establishing criteria for excellence for all products and services. These products and services are delivered to our customers in a timely and professional manner.

Economic Vitality: We provide recommendations and appropriate county fiscal policies and services which support the ongoing investment of available resources in people, services and infrastructure to best promote community stability and growth.

Fiscal Responsibility: We ensure the efficient and cost effective use of county resources and the attainment of established operational goals and objectives through effective fiscal policy, procedures, analysis and recommendations to maximize return on investment.

Key Result Measures

Customer Satisfaction: Measured via questionnaires and surveys, cycle time reduction, usefulness of reports and reduction of complaints.

Productive Workforce: Training hours spent per employee, up-to-date equipment and software, diversity of training topics, uniform tuition reimbursement policy, and opportunities created for upward mobility.

Quality of Life: Project turnover time, response time to customer requests, peer group reviews, improvements toward state and federal goals, and continuous improvement plan.

Economic Vitality: Increase volume of business with quality local vendors and small business enterprises.

Fiscal Responsibility: Preparation and submission of fiscally sound and balanced proposed budgets meeting the needs of the community, provision of government quality services with a conservative impact on rates of taxation, obtainment of the highest possible credit ratings that would result in the lowest possible interest costs on the county's borrowings and the highest possible rate of return on investments.

2003 Major Accomplishments

- Production of a Comprehensive Annual Financial Report for 2002 that serves to benchmark the financial and administrative performance that is expected to win the Government Finance Officers Association of the United States and Canada ("GFOA") Excellence in Financial Reporting Award
- Achievement of the GFOA's Distinguished Budget Presentation Award that signifies an effective fiscal planning process and budget presentation for the 2003 Operating Budget
- Preparation of a balanced budget for 2004 which is geared towards maintenance of the county's tax levy at the amount established for 2003. New York State Law requires that a balanced budget be adopted and maintained; that is, total estimated revenues, appropriated fund balance and appropriated reserves, must equal total appropriations
- The issuance of \$54.5 million of general obligation tax exempt bonds at a net interest cost of 4.10% and the issuance of \$75.0 million revenue anticipation notes at a net interest rate of 1.36%
- Production of the Monroe County Popular Annual Financial Report for 2002 that is expected to win the Award for Outstanding Achievement in Popular Annual Financial Reporting from the GFOA of the United States and Canada
- Improved the county purchasing web page making it more user friendly
- Completed the foreclosure sale for IN REM 132 (2000 and prior years delinquent property taxes)
- Filed foreclosure for IN REM 133 (2001 delinquent property taxes)
- Outsourcing the printing and packaging of school tax bills

2004 Major Objectives

- Production of a 2003 Comprehensive Annual Financial Report that complies with the standards of the GFOA
- Production of a 2003 Popular Annual Financial Report that complies with the standards of the GFOA
- Production of a 2005 Operating Budget that complies with the standards of the GFOA
- Rebuild the county's financial condition and credit ratings
- Preparation of quarterly budget indicator reports that are accurate to within a variance of five percent and timely to within 30 days of the close of each fiscal quarter
- Internal auditing in conformance with the county's "rolling audit" plan
- Maintenance of above average credit ratings (above "A")
- Successfully sell debt issues at the lowest possible interest rate obtainable considering market conditions and the county's credit ratings
- Current property tax collections which exceed 97% of the real property tax levy
- Return on invested cash which exceeds the 30 day, 90 day and one year benchmark rates for T-bills (after service fees are deducted)
- Install new Real Property Service software (V4) on a citrix server
- Audit county departments' performance measures
- Upgrade the tax collection system
- Outsourcing of the printing and delivery of town and county tax bills

BUDGET SUMMARY

	Amended Budget 2003	Budget 2004
<u>Appropriations by Division</u>		
Chief Financial Officer	403,606	389,261
Management & Budget	714,924	712,379
Controller	4,721,850	4,245,581
Financial Services	5,268,117	5,355,640
Total	11,108,497	10,702,861
<u>Appropriations by Object</u>		
Personal Services	5,076,805	4,733,850
Equipment	0	91,520
Expenses	1,824,581	1,893,971
Supplies and Materials	221,438	220,984
Debt Service	3,723	3,649
Employee Benefits	1,575,096	1,548,403
Interfund Transfers	2,406,854	2,210,484
Total	11,108,497	10,702,861
<u>Revenue</u>		
Fees/Minor Sales	823,343	837,561
Local Government Service Charges	1,455,118	1,620,776
Charges to Other Departments	2,792,881	2,462,524
Transfer from Other Funds	2,876,158	3,157,396
Transfer from Monroe County Airport Authority	70,000	70,000
Hotel Room Occupancy Tax	38,089	41,062
Other Revenue	54,545	43,409
Total	8,110,134	8,232,728
<u>Net County Support</u>	2,998,363	2,470,133

BUDGET HIGHLIGHTS

The Budget Highlights are discussed at the division level for this department.

DEPARTMENT: Finance (012)
DIVISION: Office of the Chief Financial Officer (0100)

DIVISION DESCRIPTION

The Office of the Chief Financial Officer is responsible for formulating, evaluating and examining financial policies; directing investment, cash flow and borrowing programs; and supervising and coordinating the operations of the department. Assistance is given to other departments in order to improve their financial operations.

For 2004, the Office of the Chief Financial Officer will implement and/or continue the fundamental strategies of financial management as articulated in the Financial Strategies section of the 2004 Monroe County Budget.

BUDGET SUMMARY

	Amended Budget 2003	Budget 2004
<u>Appropriations</u>		
Personal Services	236,736	213,515
Expenses	18,354	21,400
Supplies and Materials	5,528	2,450
Employee Benefits	55,639	66,426
Interfund Transfers	87,349	85,470
Total	403,606	389,261
<u>Revenue</u>		
Transfers from Other Funds	137,018	127,901
Transfer from Monroe County Airport Authority	70,000	70,000
Other Revenue	30,000	20,000
Total	237,018	217,901
<u>Net County Support</u>	166,588	171,360

BUDGET HIGHLIGHTS

*The increase in **Appropriations** is based on higher employee retirement and retired medical costs.*

*The decrease in **Transfers from Other Funds** is based on an update of the county's Indirect Cost Allocation Plan (ICAP).*

The 2004 Adopted Budget reflects amendments made by the County Legislature. These changes are described in the Legislative Action section of the Budget document.

Performance Measures

	Actual 2002	Est. 2003	Est. 2004
County Credit Rating			
Moody's Investors Service	A3	A3	A3
Standard & Poor's Ratings Group	A	A	A
Fitch, Inc.	A+	BBB+	BBB+
General Fund Undesignated Fund Balance	(\$19.5M)	\$0.1M	\$0.1M
Account For Property Tax Relief	\$0.0M	\$0.0M	\$0.0M
Operating Cash Borrowing Volume	95M	75M	75M
Full Value Property Tax Rate for County Budget Purposes			
Per \$1,000 of Value	\$8.00	\$8.03	\$9.10
General Obligation Bonds	4.61%	4.10%	N/A
Bond Buyer 11 Bond Index at Time of Sale of Issue	5.05%	4.72%	N/A
General Obligation Bond Anticipation Notes	1.65%	N/A	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	1.55%	N/A	N/A
General Obligation Revenue Anticipation Notes	1.71%	1.36%	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	1.49%	1.03%	N/A
General Obligation Bond Anticipation Notes	1.76%	N/A	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	1.49%	N/A	N/A
General Obligation Bond Anticipation Notes	1.33%	N/A	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	1.32%	N/A	N/A

DEPARTMENT:	Finance (012)
DIVISION:	Office of Management and Budget (0300)

DIVISION DESCRIPTION

The Office of Management and Budget (OMB) prepares, publishes and administers the annual operating budget and assists in the preparation of the Capital Improvement Program. The division monitors expenditures and revenues and conducts analyses of county operations for the purpose of improving efficiency and effectiveness. A typical annual work plan also includes the preparation of multi-year budget forecasts, analyses of the effect of the New York State budget on the county budget, preparation of financial information and analyses for presentation to the credit rating agencies, administration of the Sales Tax and Hotel Room Occupancy Tax, and review of recommendations to the County Legislature and contracts for services to ensure consistency with county financial and management objectives and policies.

BUDGET SUMMARY

	Amended Budget 2003	Budget 2004
<u>Appropriations</u>		
Personal Services	445,743	448,503
Expenses	53,411	48,326
Supplies and Materials	3,150	3,150
Employee Benefits	99,390	113,781
Interfund Transfers	113,230	98,619
Total	714,924	712,379
<u>Revenue</u>		
Transfers from Other Funds	324,756	312,862
Hotel Room Occupancy Tax	38,089	41,062
Minor Sales - Budget Books	90	90
Total	362,935	354,014
<u>Net County Support</u>	351,989	358,365

BUDGET HIGHLIGHTS

The increase in **Employee Benefits** reflects higher employee retirement and medical insurance premium costs. **Interfund Transfers** reflects a decreased chargeback for publication services.

The decrease in **Transfers from Other Funds** is based on an update of the county's Indirect Cost Allocation Plan (ICAP).

The 2004 Adopted Budget reflects amendments made by the County Legislature. These changes are described in the Legislative Action section of the Budget document.

SECTION DESCRIPTIONS**2003****2004****Budget Preparation and Administration (0301)****\$647,119****\$645,318**

This group produces the annual operating budget, monitors expenses and revenues throughout each fiscal year and reports quarterly to the County Legislature, monitors events and trends in federal and state governments which affect the county budget, analyzes the debt service implications of capital projects, forecasts county expenses and revenues, and analyzes the financial aspects of management decisions.

CASE Commission (0305)**\$67,805****\$67,061**

This section serves as liaison between the county administration and the CASE Commission.

DEPARTMENT: Finance (012)
DIVISION: Controller (0500)

DIVISION DESCRIPTION

The Office of the Controller maintains and operates the county's central financial information system and, from the data contained in it, reports on the financial condition of the county. The office pays all claims against the county and develops and enforces various systems of internal control to ensure budgeted appropriations are not exceeded. The office also monitors all county revenues. In planning for anticipated expenditures and revenues, the office develops a cash flow strategy to ensure that county obligations are funded on a timely basis. The Office of the Controller assists and works with the other divisions of the Finance Department to accomplish the overall goals and responsibilities of the department.

BUDGET SUMMARY

	Amended Budget 2003	Budget 2004
<u>Appropriations</u>		
Personal Services	2,879,057	2,606,552
Expenses	280,301	295,080
Supplies and Materials	9,900	6,300
Employee Benefits	913,408	861,073
Interfund Transfers	639,184	476,576
Total	4,721,850	4,245,581
<u>Revenue</u>		
Charges to Other Departments	2,742,330	2,412,324
Transfers from Other Funds	601,474	694,554
Fees	400	10,000
Total	3,344,204	3,116,878
<u>Net County Support</u>	1,377,646	1,128,703

BUDGET HIGHLIGHTS

*The decrease in **Appropriations** reflects efficiencies from the consolidation of financial functions from the Physical Services and Human and Health Services sectors within the Controllers Office.*

***Charges to Other Departments** reflects revenue from other departments for consolidated financial services. The increase in **Transfers from Other Funds** is based on an update of the county's Indirect Cost Allocation Plan (ICAP).*

The 2004 Adopted Budget reflects amendments made by the County Legislature. These changes are described in the Legislative Action section of the Budget document.

Performance Measures

	Actual 2002	Est. 2003	Est. 2004
Maintain timeliness (within scheduled deadlines) in recording the accounting events to the financial system	15 days	15 days	15 days
% of requests for financial data successfully responded to within agreed upon timeframes of entries	95%	95%	96%

DEPARTMENT: Finance (012)
DIVISION: Financial Services (0700)

DIVISION DESCRIPTION

The Financial Services Division is responsible for a wide array of county fiscal operations comprised of the Treasury, Real Property Tax Service Agency, Purchasing and Internal Audit. Operations include responsibility to collect taxes, maintain assessment rolls, apportion the county levy on local municipalities, advise assessors on procedural and legal changes, update tax maps, negotiate the purchase of supplies, materials, equipment and services for county departments, manage the delivery of certain countywide services, and coordinate the professional evaluation of departmental operating and financial policies and practices.

BUDGET SUMMARY

	Amended Budget 2003	Budget 2004
<u>Appropriations</u>		
Personal Services	1,515,269	1,465,280
Equipment	0	91,520
Expenses	1,472,515	1,529,165
Supplies and Materials	202,860	209,084
Debt Service	3,723	3,649
Employee Benefits	506,659	507,123
Interfund Transfers	1,567,091	1,549,819
Total	5,268,117	5,355,640
<u>Revenue</u>		
Transfer From Other Funds	1,812,910	2,022,079
Fees/Minor Sales	822,853	827,471
Local Government Service Charges	1,455,118	1,620,776
Charges to Other Departments	50,551	50,200
Other Revenue	24,545	23,409
Total	4,165,977	4,543,935
<u>Net County Support</u>	1,102,140	811,705

BUDGET HIGHLIGHTS

*The increase in **Equipment** and **Expenses** is due the installation of a new Real Property Tax Service computer system to process local assessment rolls. By the end of 2004, New York State will no longer support the current mainframe application.*

*The increase in **Transfer from Other Funds** is based on an update of the county's Indirect Cost Allocation Plan (ICAP). The increase in **Fees** is due to higher Treasury collections. **Local Government Services Charges** increases to offset the expense of the new Real Property Tax Service computer system. **Other Revenue** reflects reimbursement for the NY STAR Program.*

The 2004 Adopted Budget reflects amendments made by the County Legislature. These changes are described in the Legislative Action section of the Budget document.

FINANCE - REAL PROPERTY TAX SERVICE

2004 FEES AND CHARGES

<u>Item</u>	<u>2004 Fee</u>
Sub-Division Filing Fees	\$25 for 1-3 parcels \$50 for 4-9 parcels \$100 for 10 or more parcels
Paper Copy of Tax Maps (other Municipalities)	\$1
Paper Copy of Tax Maps	\$5
Paper Copy - Aerial Photo Overlay	\$10
Specialized Report – Assessment/Sales/Inventory File	\$100 minimum
Microfilm Rights of Tax Maps/Copies	\$5/parcel; \$3,200 minimum
Electronic Copy - Monthly Property Transfers, Towns Only	\$400
Electronic Copy – Assessment/Sales/Inventory File	\$600 total or partial \$250 minimum
Labels for RPS Extract	\$.03 per label
GIS Digital Paper Copies	
Color	\$10.00 per copy
Black & White	\$5.00 per copy

SECTION DESCRIPTIONS**2003****2004****Financial Services Administration (0701)****\$114,809****\$114,579**

This section includes funding for the Director of Financial Services. The Director is responsible for overseeing the sections within Financial Services.

Internal Audit (0708)**\$60,123****\$50,721**

Internal Audit is an independent appraisal function established within the Monroe County Department of Finance to examine and evaluate county activities. The goal of internal audit is to provide reports to county management so that they may make decisions that improve the audited area's effectiveness, efficiency and compliance with regulations.

Treasury (0710)**\$1,626,810****\$1,616,442**

Treasury is responsible for collection of county taxes in the City of Rochester and town and county taxes in the county's twenty towns. Specific activities are designed for the efficient collection of delinquent taxes, interest and in lieu of tax payments. Tax foreclosure proceedings and a public auction occur annually. All county revenues are received, posted and deposited on a daily basis. Treasury administers 30 county trust funds and more than 300 court and trust funds. Additionally, tax information is provided on a daily basis to the general public at the information counter and by phone. Treasury also has agreements with all suburban school districts for the preparation of school tax bills and collection of school taxes from September through November.

Real Property Tax Service (0715)**\$1,395,505****\$1,476,846**

Real Property Tax Service (RPTS) maintains assessment rolls, apportions the county levy between the 21 assessing jurisdictions in the county, advises local assessors on procedural and legal changes, updates tax maps, processes title change data and reviews both new subdivision and resubdivision maps for filing. RPTS also investigates applications for correction of assessment errors as well as refunds, calculates tax rates on behalf of the towns, special benefit districts, Pure Waters Agency and various special or delinquent charges. RPTS calculates and recommends apportionment of the semi-annual mortgage tax distribution, prepares tax warrants, state mandated reports and participates in the training of local assessors. RPTS supports an on-line assessment processing system for the local assessors. RPTS processes Certificates of Residency for annual community college chargebacks to towns.

Conversion of tax maps to a computerized Geographic Information System (GIS) database is ongoing.

Purchasing (0725)**\$2,070,870****\$2,097,052**

Purchasing is responsible for buying supplies, materials, equipment and services for all county departments in accordance with the requirements of competitive bidding and advertising and contained in the county's Administrative Code and New York State Law. The Purchasing Unit, through the Monroe County Web Site, provides information on the internet regarding upcoming and current bids, how to do business with the county and contracts which local municipalities and schools utilize as a part of our cooperative purchasing program. A major objective of Purchasing is to increase Minority and Women Business Enterprises' participation in the county's procurement process. The section establishes specifications and standards, and identifies appropriate suppliers for the goods and services. Purchasing additionally ensures that delivered goods and services are in compliance with specifications, and that receiving departments have approved requisitions and have sufficient appropriations available to pay for their purchases.

Central Services, also budgeted in this section, is administered by the Purchasing Manager. It provides funding and management for the delivery of countywide services of duplicating and the County Office Building mailroom and delivery service. Expenses of these services are entirely charged back to user departments.

Performance Measures

	Actual 2002	Est. 2003	Est. 2004
Internal Audit			
Internal Audits Completed	28	5	8
Percentage of Customers who Rate Satisfaction with Internal Audit Reports and Process as Very Good or Excellent (on a scale of Excellent, Very Good, Satisfactory, Below Average, Poor)	75%	80%	80%
Treasury			
Tax Billings and Notices	299,000	299,000	299,000
School Tax Bills Prepared	179,000	179,000	179,000
Installment Agreements - Delinquent Taxes	410	410	410
School Taxes Collected for Districts	\$45,450,000	\$46,813,500	\$48,217,905
Real Property			
Subdivision Maps Processed	425	425	425
Map Copies and Overlays	3,517	4,200	4,500
Deed Transfers Processed	33,187	35,000	36,000
Number of Parcels in County	255,281	256,476	258,030
Number of Town/Special District Budgets Audited for Tax Levy	898	935	960
Number of Erroneous Assessment Corrections	352	450	450
Dollar Amount of Cancellations/Refunds	\$662,716	\$600,000	\$650,000
Total Dollar Amount of Real Property Tax Levy as Compiled	\$388,342,731	\$414,732,634	\$450,000,000
Number of Requests for Reports and Data	1,617	1,640	1,625
Certificates of Residency Issued	1,257	1,300	1,300
Community College Vouchers Submitted for Payment	90	100	110
Total Dollar Amount - Certificate of Residence Vouchers	\$1,022,724	\$1,250,000	\$1,250,000
Filing Fees Collected for County Clerk	425	425	425
Purchasing			
Total Purchase Orders Issued	13,200	12,850	12,600
Public Bids	286	250	240

STAFF

<u>Total</u>	<u>Title</u> <u>Full Time</u>	<u>Group</u>
1	Director of Finance/Chief Financial Officer	27
1	Controller	22
1	Director of Financial Services	22
1	Director of Management & Budget	22
1	Purchasing Manager	21
3	Deputy Controller	19
1	Finance Accountant	19
1	Manager of Contractual Services	19
1	Associate Management Analyst	18
1	Director of Real Property Tax Services	18
1	Collector of Fees and Taxes	17
1	Debt Management Coordinator	17
3	Principal Accountant	17
1	Supervisor of Contract Administration	17
1	Assistant to the Controller	16
2	Fiscal Coordinator	16
4	Senior Management Analyst	16
1	Internal Audit & Control Manager	16
1	Assessment Information Coordinator	15
1	Assistant Treasurer	15
1	Contract Administrator	15
2	Contract Management Coordinator	15
2	Senior Purchasing Buyer	15
4	Supervising Accountant	15
2	Management Analyst	14
1	Management Analyst Technician	14
1	Administrative Assistant to CASE Commission	13
1	Budget Analyst	13
1	Contract Compliance Monitor	13
1	Finance Officer	13
2	Purchasing Buyer	13
2	Senior Accountant	13
1	Senior Management Accountant	13
1	Contract Management Coordinator Assistant	12
1	Executive Secretary - Director of Finance	12
1	Tax Map Supervisor	12
1	Accountant	11
1	Assistant Secretary to Finance Director	11
3	Assistant Supervisor Claims and Accounts	11
1	Delinquent Tax Collector	11
1	Head Cashier	11
1	Secretary to Controller	11
1	Budget Technician	10
5	Clerk Grade 1	10
1	Payroll Systems Specialist	10
3	Tax Map Technician	10
1	Senior Cashier	9
1	Senior Control Clerk	9

<u>Total</u>	<u>Title</u>	<u>Group</u>
2	Data Entry Cashier	8
1	Cashier II	7
7	Clerk Grade 2	7
4	Clerk Grade 2 with Typing	7
6	Senior Account Clerk	7
1	Senior Account Clerk Typist	7
1	Senior Purchasing Clerk	7
7	Account Clerk	5
3	Account Clerk Typist	5
7	Clerk Grade 3	5
2	Clerk Grade 3 with Typing	5
1	Messenger	3
1	Clerk IV	2
<hr/> 115	Total Full Time	
	Part Time	
1	Bookkeeper	7
1	Account Clerk	5
1	Clerk, Part Time	Hourly
<hr/> 3	Total Part Time	
<hr/> 118	Total 2004	